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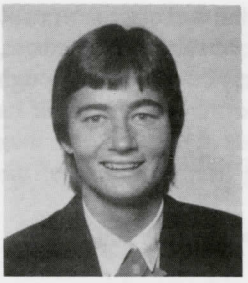
In this issue ...

Alumni Profile 1
Recruiting Volunteers 1
Marketing Sport 2
Corporate Sponsors 3
Editor's Notes 4

ALUMNI PROFILE ...

Up Front With Sue Hylland



Sue Hylland may have one of the toughest jobs in Canadian sport. As Technical Director of the Canadian Olympic Association (COA), she helps set the qualifying standards for our Olympic teams. Hylland, a 1983 graduate of the Concordia Graduate Program in Sports Administration, took over from Jack Lynch in September of 1989. She has been with the COA seven years and credits Lynch in her development.

"Jack was a very good teacher," stated Hylland. "He helped me a lot over the years and made my transition much easier."

Hylland has progressed steadily through the ranks since her student internship with the COA in 1983. Immediately after her internship, she was offered the position of Technical Program Coordinator. Two years later, she was promoted to Technical Development Coordinator. Part of the technical program's mandate is to monitor the performance of every Olympic athlete worldwide.

"There are so many sports and athletes to keep track of, " said Hylland. "As much as I feel for the athletes, we have a specific mandate. All Canadian athletes must meet certain qualifying standards."

A former Quebec University Basketball All-Star, Hylland feels her Concordia Sports Administration Diploma has benefitted her a great deal at the COA. However, she believes that you must supplement your education with quality experience.

"Experience is the best teacher," stated Hylland. "But I would not have gotten by job if it weren't for my educational background."

As the 1992 Olympic games draws closer, Sue Hylland's stock will continue to rise.

Resource Management of Volunteers

by Sylvia L. Burns

The resource of volunteers in sport and recreation organizations requires management skills in recruiting, training and retention by sport administrators. This article suggests ideas to improve understanding of the volunteer concept. In a purist definition, volunteerism is an association for shared commitment with dedication to the task of development of certain common interest. The perception that personal participation is good for society, for self and necessary for delivery of services depends on the volunteer's philosophy, previous experiences, motivation and incentives, and assigned role.

Recruiting

Recruiting can be an opportunity to develop a positive relationship between the organization and the community which it serves. Studies show the most effective recruiting methods include newspaper and media ads, associates and friends, and information and encouragement by employers. Previous to the actual recruiting procedure, an administrator considers these premises:

- volunteerism is based on free-will choice
- mutual benefits are based on common interests and consensus of organizational goals
- governing body or executive positions require deep commitment from both staff and volunteers.

Supervision by administration staff develops essential interdependence, internal communication and confidence in the

(continued on page 4)

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WEIDER

Marketing Sport: Post Seoul

by

Carol Anne Letheren

Following the Seoul Olympics, sport and society alike were left with the need to rethink the approach to the question of ethics and values. The very foundations of sport were shaken; a crack appeared in the armour of the ideals upon which participation in sport is based and to which teachers and coaches, aspire for themselves, their athletes and their students.

What effect will the aftermath of the quake have on the marketing of sport? Will or should our approach alter?

What is Marketing?

A more complete and comprehensive understanding of what marketing is and the role it should play is required if amateur sport is to survive in the '90's and beyond into the 21st century. A long-term approach to the subject is mandatory.

Of all the management disciplines, marketing is rarely understood by the nonpractitioner. It is however a subject that the unacquainted generally claim to understand. The unacquainted will more often than not refer to marketing as either selling; research; promotion; or advertising. The uneducated in sport will usually refer to marketing as fund raising or promotion. It is rare that the less informed will define marketing as a management function that should be an integral part of any organization's day-to-day business conduct.

Marketing is not sales promotion, advertising, research, selling, product development, public relations, or fundraising. Marketing embraces all of these activities as tools to be used by the practitioner in the process of achieving a given marketing objective.

What is marketing? Its definition should reflect its breadth of current uses in both the private and public sectors. The following definition is the one that can be applied to a range of clients with very diverse mandates:

'Marketing is the activity of changing or altering relationships and perceptions in a given marketplace to a given end. Marketing is a functional area within an organization. Marketing is basics; it is a discipline and all approaches to it must be well-thought out and planned.'

An Approach to Marketing: Clarity of Offer

Any approach to marketing should be based on a planning process or approach that focuses on *clarity of offer*: the state of being clear, where all elements in the program of any organization are consistent with and supportive of each other and work in harmony toward a stated objective. *Clarity of offer* means efficient communication with the consumer – a continuous and consistent expression of the proposition in the marketplace. *Clarity of offer* is a must in today's competitive marketplace. It is expressed in four critical areas:

Assortments – Service – Communications – Environment

The degree of which each of these four elements work together, communicating the same message, will determine the success of any marketing effort.

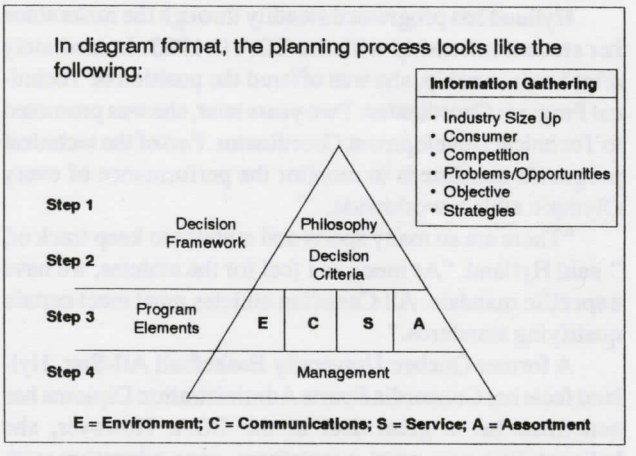
How Clarity of Offer is Achieved

Clarity of offer is achieved through planning – an essential process during which there are no short cuts. Marketing and the achievement of clarity of offer will not be the results of a quick fix, the big sponsorship announcement, the short term gain. Success will only be achieved through hard work, through confrontation within the system of its values and principles and of detailed definition of its own plan and strategy before marrying itself with one of the giants in the corporate world.

The 4 step planning process involves the following:

1) The work up of a background document;
2) The development of a decision framework;
3) The identification of the marketing program elements; and
4) The detailing of the management structure to achieve the marketing program as identified.

In diagram format, the planning process looks like the following:



The end result is a comprehensive and complete marketing plan predicted on "homework" and knowledge of the organization; one that is built on a value system; one that can transcend and stand up to the marketing plans of any other organizations (government, business, charitable, etc.) with whom the organization may wish to do business.

Carol Anne Letheren is the President of the Canadian Olumpic Association and newly elected IOC member in Canada. [This is an edited version of a presentation given by Carol Anne Letheren at A Conference for the Sports Administrator of the 90's held at Concordia University on November 3, 1989.]

Courting Corporate Sponsors

by David K. Stotlar

Sports activities and corporations can create symbiotic relationships, ones that are greater than the sum of the separate entities. Sport administrators want to increase their revenues and the exposure of their programs. Coincidentally, sport sponsors want to increase their revenues and the exposure of their products. A sport sponsorship arrangement can fulfill both needs for each organization. The task for the sport management professional is to make it clear to the sponsor just how this can be accomplished through his or her organization or event (Stotlar, 1990).

One program, the Amateur Athletic Union's (AAU) Physical Fitness test reaches over nine million school-aged children in the U.S. every year. The AAU's Mason Bell said that their organization and Chrysler Motors "have the same objective and that is to improve the fitness of young Americans" (Chrysler's..., 1988, p. 22). This sentiment is shared by Chrysler, yet other benefits to the sponsor are equally clear. A Chrysler spokesperson remarked that "Down the road, kids may look back at this and say that since Chrysler supported them, they may buy a Chrysler product" (Chrysler's..., 1988, p. 22). In commenting about their relationship, the AAU expressed the hope that both organizations profited from the program.

Athletic departments in the U.S. colleges and universities are facing severe budget restrictions, declining enrollments, decreased television revenues and generally operate in debt (Miller, 1989). In the past ten years a variety of fundraising programs have been initiated, but there are only so many alumni and so many contributors available for season ticket and scholarship programs. The choices appear to be limited to either program reduction or revenue increases through such activities as sponsorships (Miller, 1989).

National governing bodies in the Olympic movement are most interested in furthering their sport throughout their nations and the world. To do this they need exposure and revenues. Fitness centers, as businesses, are interested in generating profits, but to do so they must have members. Any corporate sponsorship which can contribute to this objective, either through making it possible to reduce membership fees or the provision of extra services, is a valuable addition.

Corporations, on the other hand, are interested in marketing their products and services to potential customers. If sport can provide a vehicle for this endeavor, then a successful relationship can be established. This is what has attracted sponsors to sport—the ability to reach consumers. The clutter in advertising is such that the average consumer is exposed to over 5,000 messages every day. Marketing managers have used sports as an avenue to present their message to consumers in a more relaxed atmosphere and to support their marketing efforts (Wilber, 1988).

Wilkinson (1988) suggests that the win-win structure must be initiated by the sport administrators seeking sponsorship. He indicated that the process of obtaining sport sponsors is dependent upon an in-depth knowledge of the sponsor's objectives. You must be able to put yourself in their shoes. The best approach to this is simply to ask them about their overall corporate objectives. At the University of Northern Colorado, the athletic department had secured the participation of several local automobile dealers in a program which provided their coaches with the free use of the dealer's cars. However, the University was not sure what specific benefits would help the dealers sell more cars (their business objective). The dealers indicated that an endorsement from an outside source was important as was the sense that dealers were caring and involved in the community. In this light, the University placed cars on display in the end zones of football games and highlighted them through PA announcements stating "local dealers support our community, so give them a shot at earning your business." In addition, the on-going charity work of the dealerships was emphasized with PA announcements that for each touchdown (extra point, interception, etc.) the dealer would make a contribution to a local charity.

Besides asking sponsors what their corporate objectives are, you may want to try to answer the following questions:

1. What type of product or service does the organization produce?
2. What is their marketing structure?
3. What are their general marketing approaches?
4. What types of programs are successful?
5. Where does the corporation stand versus their competition?
6. Have they used sports/events previously and, if so, was their experience positive or negative?
7. Who makes their marketing decisions? (Wilkinson, 1988, p.1)

As sport marketing has become more cluttered, sponsors have concentrated on specific segments within the market. Since 1973, Volvo has had a strong tradition of sponsoring tennis and tennis tournaments. Why? According to the head of Volvo North America, "we took a look at tennis fans and found that they were remarkably similar to Volvo buyers" (Ahlstrom, 1988, p. 52).

Sport has the additional value of providing double exposure for the sponsor with media coverage. Weilgus (1989, p. 16) said "sponsors love media attention, you can't give them too much. So (you should) look for events that have the potential to generate media interest." This facet of sponsorship is an essential benefit.

How many times was the sponsor's name mentioned by the announcers? How many column inches of print was devoted to the event? Was the corporation's banner seen on national television? What is the economic value of all this? Answers to these questions provide a solid, measurable payback to involvement. Merely telling sponsors that they will get media attention is valuable, but reporting it to them gives them data for use in legitimizing the corporation's involvement in sports marketing.

The relationship between sport organizations and sponsors must include advantages to both parties. This win-win situation can provide market value and increased profits for corporations and increased operating revenues for sport organizations and events.

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Dr. David Stotlar is a faculty member at the University of Northern Colorado and author of *Successful Sport Marketing and Sponsorship Plans* published by Wm. C. Brown.

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organization. Preparation for volunteer recruiting requires pre-assessment and definition of the following topics by staff:

- number of volunteer positions available
- job design and skill or experience requirements
- organization's definition and expectation of the job
- mission statement, priorities and plan of action for the organization
- evaluation and feedback mechanisms for the volunteer
- opportunities and benefits for volunteers.

Voluntary social participation often correlates with socioeconomic status based on education achievement, occupation and income. Studies indicate that many volunteers are people who can afford the costs of time, training, transportation and personal commitment. Recognition of these factors and preparation facilitate recruitment procedures.

Training

The recruiting information prepares volunteers for the training state of the program. Utilization of screening forms for volunteers helps in determining appropriate job placement, These forms can inquire about interests, experiences, occupation responsibilities, long and short term goals, motivation and previous training. Considering competencies of the volunteers, the following questions concerning the job fulfillment can determine the training requirements:

- How much overview information does the volunteer need to know?
- Can this be included with site or job specific training?
- How much training in problem-solving skills and employee relations does the volunteer need for the job?
- How much knowledge of liability does the volunteer need?

Quality training to integrate the volunteer into the organization needs to be efficient, informative and relevant. Administrators use methods such as teaming a novice with more experienced volunteers and distributing an information packet containing organization information, policies, current articles pertaining to the sport, specifics of site(s) and procedures. The volunteer wants to tithe the time and talents. Overlap or repetition show disrespect for both. The stewardship of the volunteers' offerings is the responsibility of the sport administrator and staff.

Retention

Positive relationships between a) administration and volunteers and b) between volunteers are the results of developmental planning and fulfillment of responsibilities of both parties. Motivation ranges from having fun, displaying community pride to personal and family benefit. Planned continuing incentives for the volunteers is an opportunity for leadership to recognize individuals or group for short and long term work. Positive recognition by management and other volunteers for interpersonal problem-solving and accomplished tasks enhance volunteers self-esteem. The experience becomes fun and fulfilling when the volunteer develops confidence in a role and respect within the sport organization. Sport managers benefit from using a competency-based approach to achieve organizational goals which includes planning with direction and dealing with external and internal factors. Volunteerism is a valuable organization resource for the production of sport-based events and for operation of sport organizations. The economic advantage is apparent. The community support and knowledge are essential to the success of the program(s). A manager of volunteer participants must:

- set realistic standards of expectation
- set a positive organizational environment and attitude
- use innovation in problem solving
- provide alternative choices to create relevance in the jobs
- exhibit flexibility in accepting different styles of achieving common goals.

The amount of voluntary participation in an organization depends on the benefits gained from participation. The amount which an organization benefits from volunteers depends on the degree to which the administration manages a valuable resource.

Sylvia Burns is currently involved in developing a profile of experiences, motivation, and demographics of volunteers at the 1990 Goodwill Games.

From the Editor

Welcome to the second issue of the *Canadian Sports Administrator*. We were pleased that so many administrators took the time to fill out our questionnaire. The comments we received covered a wide spectrum, which is directly related to our general target market. It is very tough to cover subject matter that interests everybody, however, we will try to make the articles more practical. The sports administration field is wide ranging and this makes it tough to focus specifically on one particular group of administrators. We must therefore try to reach a cross section of sports administrators.

Some of the subject areas we hope to tackle in our upcoming issues include: marketing, fundraising, business planning and motivating volunteers. We plan to make our newsletter more direct with less theory. As our volume increases, look for a french version of the newsletter.

In closing, if you would like a particular topic addressed, please drop us a line. If your area of expertise isn't covered in our newsletter than why not submit an article. Keep those comments coming in.

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